

Message Text

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O 261030Z APR 78
FM AMEMBASSY YAOUNDE
TO SECSTATE WASHDC IMMDDIATE 5330

LIMITED OFFICIAL USE SECTION 1 OF 5 YAOUNDE 2104

AF/C FOR AMBASSADOR SMYTHE FROM BILL MITHOEFER

E.O. 11652: NA
TAGS: AGEN, AMGT, AODE, CM
SUBJ: TY 1980 GOALS/OBJECTIVES AND RESOURCE MANAGEMENT (GORM)
PROCESS

REF: (A) STATE 63477, (B) YAOUNDE 1901, (C) YAOUNDE 1814,
(D) YAOUNDE 1650, (E) YAOUNDE 1320, (F) YAOUNDE 1228,
(G) 77 STATE 295563

1. SUBJECT TO CONCURRENCE AND/OR CHANGES BY AMBASSADOR SMYTHE, THIS TELEGRAM CONSTITUTES THE EMBASSY'S RESPONSE TO REFTEL A. MUCH OF THE INFORMATION REQUESTED HAS ALREADY BEEN SUBMITTED IN RESPONSE TO TOHER REQUESTS FOR INFO AND THIS MESSAGE SHOULD BE READ AS THE LATEST REFINEMENT OF DATA PROVIDED IN THE YAOUNDE REFTELS. REFTELS SHOULD BE REVIEWED IF ADDITIONAL INFORMATION IS REQUIRED ON EMBASSY GOALS/OBJECTIVES AND ON JUSTIFICATION FOR THE VARIOUS DECISION PACKAGES IN THE GORM EXERCISE. IN ACCORDANCE WITH REFTEL G, THE MISSION WILL CONTINUE TO ATTEMPT TO ALIGN ITS PROGRAMS TO SUPPORT U.S. GOALS AND OBJECTIVES IN CAMEROON AND WILL REPORT IN FURTHER
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MESSAGES AS ADDITIONAL REFINEMENTS DEVELOP IN WHAT WE SEE ESSENTIALLY AS A CONTINUAL REEXAMINATION PROCESS.
IN THIS REGARD ANY COMMENTS WHICH THE DEPARTMENT MIGHT HAVE TO OFFER ON OUR ANALYSIS WOULD BE MOST WELCOME.

2. FORM ZBB-1:

TOTAL US PERSONNEL - 22
 TOTAL FSL - 51
 TOTAL PERSONNEL RESOURCES - 73
 PACKAGE I - 66
 PACKAGE II - 4
 PACKAGE III - 3

3. FORM ZZB-2: PACKAGE WORKSHEET
 ZERO-BASE BUDGETING
 FY -1980
 PERSONNEL RESOURCE WORKSHEET

(1) (2) (3) (4) (5) (6) (7)

FY-1980 PACKAGE I
 AMER AMER AMER AMER

FUNCTION OFF STAFF FSL OFF STAFF FSL

EXEC 3 2 1 2 2 1

POL 1 1 - 1 1 -

E/C 2 - 2 2 - 1

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CONS 2 - - 1 - -

ADMIN 3 4 43 3 4 37

OTHER 4 - 5 4 - 5

TOTAL THIS

PACKAGE 15 7 51 13 7 44

CUMULATIVE

TOTAL 15 7 51 13 7 44

(8) (9) (10) (11) (12) (13)

PACKAGE II PACKAGE III

AMER AMER AMER AMER

OFF STAFF FSL OFF STAFF FSL

EXEC 1 - - - - -

POL - - - - -

E/C - - 1 - - -

CONS 1 - - - - -

ADMIN - (-1) 3 - 1 3

OTHER - - - - -

TOTAL THIS

PACKAGE 2 (-1) 4 - - 3

CUMULATIVE

TOTAL 15 6 48 15 7 51

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4. FORM ZBB-3:

(1) DECISION UNIT NAME: CAMEROON

(2) PACKAGE I OF IV

(3) ACTIVITY DESCRIPTION:

(A) AT THE 90 PERCENT LEVEL, THE EMBASSY CAN CONTINUE THE CURRENT LEVEL OF POLITICAL REPORTION AND LIAISON WITH GURC OFFICIALS, BUT THERE WOULD BE A SIGNIFICANT DECREASE IN ECONOMIC/COMMERCIAL, CONSULAR, AND ADMINISTRATIVE CAPABILITIES. THE CONSULATE IN DOUALA, THE ECONOMIC CAPITAL OF CAMEROON, WOULD BE ELIMINATED RESULTING IN A CUT OF TWO AMERICAN OFFICERS AND SEVEN FSL POSITIONS. WE HAVE EXAMINED ALL ALTERNATIVES AND HAVE CONCLUDED THAT THIS IS THE ONLY CUT WHICH SOULD SAVE 10 PERCENT IN PERSONNEL AND BUDGET (REFTEL B).

(B) AT THE MINIMUM LEVEL, THE FIVE PERSON EXECUTIVE STAFF (TWO OFFICERS, TWO STAFF, AND ONE FSL) ACOULD CONTINUE TO MANAGE THE MISSION, MAINTAIN CONTACT WITH GURC OFFICIALS IN THE POLITICAL COPITAL OF YAOUNDE, AND CARRY OUT PROTOCOL AND REPRESENTATIONAL FUNCTIONS IN YAOUNDE. ESSENTIAL COORDINATION WITH AID, ICA, AND PEACE CORPS WOULD BE MAINTAINED.

(C) THE TWO-PERSON (ONE OFFICER AND ONE STAFF) POLITICAL SECTION WOULD CONTINUE ITS PRESENT REPORTING AND REPRESENTATION PROGRAM. MONITORING OF DEVELOPMENTS IN EQUATORIAL GUINEA WOULD BE MORE DIFFICULT WITHOUT AN OFFICIAL PRESENCE IN DOUALA.

(D) THE THREE-PERSON ECONOMIC/COMMERCIAL SECTION (TWO OFFICERS AND ONE FSL) COULD CONTINUE TO MONITOR AND REPOST ON ECONOMIC AND COMMERCIAL DEVELOPMENTS IN THE

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DODE-00 PER-01 PC-01 ABF-01 OC-06 CCO-00 NSCE-00

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O 261030Z APR 78

FM AMEMBASSY YAOUNDE

TO SECSTATE WASHDC IMMEDIATE 5331

LIMITED OFFICIAL USE SECTION 2 OF 5 YAOUNDE 2104

AF/C FOR AMBASSADOR SMYTHE FROM BILL MITHOEFDR

POLITICAL CAPITAL. BY TRAVELING TO DOUALA SEVERAL
TIMES A YEAR, THE SECTION COULD MAKE AN ATTEMPT TO
MAINTAIN CONTACT IN THE ECONOMIC CAPITAL AND TO DO SPOT
REPORTING ON DEVELOPMENTS IN THAT AREA.

(E) THE AMERICAN CONSULAR OFFICER STRENGTH WOULD BE HALVED
WITH THE ELIMINATION OF THE CONSULAR OFFICER SLOT IN
DOUALA. THIS SECTION (ONE OFFICER) WOULD HAVE TO PROCESS
APPROXIMATELY 700 NON-IMMIGRANT VISAS AND FIVE IMMIGRANT
VISAS AND SERVICE ALL OF THE APPROXIMATELY 600 AMERICAN
CITIZENS IN CAMEROON. TAKING ON THE DOUALA VISA WORKLOAD,
WHICH ACCOUNTED FOR SOME 58 PERCENT OF THE NIV WORKLOAD, AND
ISSUING PASSPORTS AND PROVIDING ASSISTANCE FOR ALL THE
AMERICAN RESIDENTS AND TOURISTS IN CAMEROON, WOULD
SEVERELY TAX THE RESOURCES OF THE CONSULAR SECTION IN
YAOUNDE. CONSULAR TRIPS WOULD BE SEVERELY CURTAILED DUE
TO THE INCREASED WORKLOAD AND NECESSITY TO HAVE AN
EXPERIENCED OFFICER AVAILABLE AT ALL TIMES.

(F) THE ADMINISTRATIVE SECTION (THREE OFFICERS, FOUR
STAFF, AND 43 FSL'S) WOULD CONTINUE TO PROVIDE FULL
PERSONNEL, GENERAL SERVICES, BUDGET AND FISCAL, COMMUNI-
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CATIONS, AND SECURITY SERVICE TO ALL AGENCIES IN YAOUNDE.
HOWEVER, CUSTOMS CLEARANCE, TRANSHIPMENT OF OFFICIAL AND
PERSONAL SHIPMENTS WOULD HAVE TO BE HANDLED FROM A DIS-

TANCE, WITH RESUTLING DELAYS, AS THER WOULD BE NO
OFFICIAL REPRESENTATIVE IN DOUALA TO ASSURE PROMPT ACTION.
(G) ACTIVITIES OF REGIONAL AND OTHER OFFICES (FOUR OFFICERS, NO
STAFF AND FIVE FSL'S) WOULD BE UNCHANGED, AND POST
WOULD CONTINUE TO SUPPORT SECURITY, BUDGET AND FISCAL AND
REGIONAL HEALTH STAFF.

(4) RESOURCE REQUIREMENTS:

THIS PACK- FY-80
FY-78 FY-79 AGE ONLY CUMULATIVE

OFFICERS	15	15	13	13
STAFF	7	7	7	7
FSL'S	51	51	44	44
TOTALS	73	73	64	64

(5) IMPACT ON POLICY GOALS, OBJECTIVES AND ESSENTIAL
ACTIVITIES:

(A) ALTHOUGH THE EMBASSY ITSELF WOULD BE ABLE TO CON-
TINUE TO FUNCTION AT AN ACCEPTABLE LEVEL IN TERMS OF
MAINTAINING CONTACT WITH HOST GOVERNMENT OFFICIALS,
KEEPING UP LEVEL OF POLITICAL REPORTING, AND PROVIDING
MOST ADMINISTRATIVE SERVICES, THE ELIMINATION OF THE
CONSULATE IN DOUALA WOULD CUT BACK SUBSTANTIALLY THE
LEVEL OF COMMERCIAL REPORTING IN THE ECONOMIC CAPITAL
OF THE COUNTRY, GREATLY DELAYING CUSTOMS CLEARANCE,
TRANSHIPMENT OF SHIPMENTS, WITH SIGNIFICANT INCREASES
IN CLEARING CHANGES, AND ELIMINATE CONSULAR SERVICES
IN A MAJOR PORT OF CENTRAL AFRICA. WITH MAJOR HEAD-
QUARTERS OF BJNKS AND BUSINESSES LOCATED IN DOUALA,
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EMBASSY OFFICERS WOULD HAVE TO STAY ABREAST OF DEVELOP-
MENTS THROUGH OCCASIONAL VISITS AND BY TELEPHONE. AT
A TIME WHEN A NUMBER OF OIL COMPANIES, INCLUDING MAJOR
AMERICAN FIRMS, ARE ACTIVELY EXPLORING FOR OIL AND WHEN
ONE AMERICAN COMPANY, IN COLLABORATION WITH A FRENCH/
CAMEROONIAN COMPANY, STARTS PRODUCING OIL, THE ELIMINA-
TION OF AN AMERICAN PRESENCE IN DOUALA WOULD CUT BACK
SEVERELY ON REPORTING IN THIS AREA.

(B) WITH RESPECT TO SPECIFIC GOALS AND OBJECTIVES (REFTEL
G), EMBASSY EFFORTS IN THE ECONOMIC AREA (GOAL III)
WOULD BE SEVERELY AFFECTED. ESSENTIAL ASSISTANCE TO
AMERICAN FIRMS DESIRING TO TRADE WITH OR INVEST IN
CAMEROON'S PRIMARY PRODUCTS PARTICULARLY OIL PRODUCTION
WOULD BE MORE DIFFICULT TO ACHIEVE. FASS COSTS WOULD
INCREASE SIGNIFICANTLY TO COVER ADDITIONAL CLEARANCE
CHANGES AND TRAVEL AND PER DIEM COSTS WOULD INCREASE DUE
TO THE NECESSITY TO MAKE MORE FREQUENT TRIPS TO DOUALA.

(C) IN THE ADMINISTRATIVE AREA, THE EMBASSY AND SERVICED

AGENCIES WOULD HAVE TO RELY ON THE GOOD GRACES OF PRIVATE TRANSIT AGENTS FOR THE TRANSHIPMENT OF INCOMING AND OUT GOING OFFICIAL AND PERSONAL SHIPMENTS. THIS COULD RESULT IN UNACCEPTABLE DELAYS IN MOVING GOODS FROM THE PORT TO THE DOUALA RAILROAD STATION AND THEN TO YAOUNDE BY TRAIN WITH A CONSEQUENT ADVERSE EFFECT N MISSION MORALE DUE DELAYED RECEIPT OFFICIAL SUPPLIES AND EQUIPMENT AND HHE AND POV'S. AT THE PRESENT TIME, THE COURIER STAYS IN DOUALA ONE NIGHT A WEEK, AND HIS POUCHES ARE SAFEGUARDED AT THE CONSULATE. THE COURIER SCHEDULE WOULD HAVE TO BE CHANGED SOMEHOW TO AVOID THIS LAYOVER IN DOUALA. ASSIST-ANCE TO TRAVELERS, EITHER TRANSITING OR OVERNIGHTING, WOULD NO LONGER BE AVAILABLE, AND THERE WOULD BE NO CAPABILITY TO TRACE MISSING LUGGAGE, AIRFREIGHT, OR DIPLOMATIC POUCHES. THE CUT-BACK IN FAAS POSITIONS WOULD AFFECT ALL AGENCIES ACROSS THE BOARD. DELAYS IN SHIP-MENT OF THINGS AND INCONVENIENCE TO TRAVELLERS TRANSITING DOUALA WOULD ADVERSELY AFFECT PROGRAM ACTIVITIES OF ALL LIMITED OFFICIAL USE

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AGENCIES INVOLVED.
(D) NON-AMERICANS DESIRING VISAS AND AMERICANS REQUIRING PASSPORTS AND OTHER SERVICES WOULD HAVE TO TRAVEL TO YAOUNDE OR ATTEMPT TO TRANSACT BUSINESS BY MAIL. DOUBLING THE VISA LOAD WOULD PUT A REAL STRAIN ON THE RESOURCES OF THE CONSULAR SECTION IN YAOUNDE AND CURTAIL CONSULAR TRAVEL.

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O 261030Z APR 78
FM AMEMBASSY YAOUNDE
TO SECSTATE WASHDC IMMEDIATE 5332

LIMITED OFFICIAL USE SECTION 3 OF 5 YAOUNDE 2104

AF/C FOR AMBASSADOR SMYTHE FROM BILL MITHOEFER

5. FORM ZBB-3:

- (1) DECISION UNIT NAME: CAMEROON
(2) PACKAGE II OF IV
(3) ACTIVITY DESCRIPTION: AT THIS LEVEL, THECONSULATE IN DOUALA WOULD BE RESTORED WITH THE PRESENT COMPLEMENT OF TWO AMERICAN OFFICERS AND SEVEN FSL'S. THE FIVE PER CENT REDUCTION WOULD BE ACHIEVED BY ELIMINATING ONE OF TWO AMERICAN C&R POSITIONS AND THREE FSL'S IN THE GENERAL SERVICES SECTION.
(4) RESOURCE REQUIREMENTS:

THIS PACK- FY-80
FY-78 FY-79 AGE ONLY CUMULATIVE

OFFICERS	15	15	2	15
STAFF	7	7	(-1)	6
FSL'S	51	51	4	48
TOTALS	73	73	5	69

(5) IMPACT ON POLICY GOALS, OBJECTIVES, AND ESSENTIAL
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ACTIVITIES:

- (A) THE EFFECT OF HALVING THE C&R SECTION TO ACHIEVE A FIVE PERCENT REDUCTION IN AMERICAN STAFF WOULD BE TO SEVERELY CURTAIL RAPID, EFFICIENT SERVICE NOW BEING PROVIDED TO ALL AGENCIES AND TO PLACE AN EXTREMELY ONEROUS WORKLOAD ON ONE INDIVIDUAL, PARTICULARLY AT TIMES WHEN THE AUTOMATIC SEND AND RECEIVE TELETYPE MACHINE OPERATED BY LOCAL PERSONNEL IS NOT OPERATIVE (AS AT PRESENT) AND AMERICAN C&R STAFF ARE REQUIRED TO PROCESS ALL UNCLASSIFIED INCOMING AND OUTGOIN TRAFFIC. TRAFFIC PROCESSED HAS SHOWN STEADY INCREASE OF ALMOST TWO MILLION GROUPS A YEAR SINCE 1974(4.96), 1975(6.83), 1976(8.93), AND 1977(10.76 MILLION), WITH NUMBERS OF MESSAGES PROCESSED LAST YEAR RUNNING IN EXCESS OF 25,000 (LESS THAN ONE QUARTER WERE OUTGOING).
- (B) ELIMINATION OF THREE LOCAL GSO POSITIONS IN THE MAINTENANCE SECTION WOULD RESULT IN UNACCEPTABLE DELAYS IN RESPONDING TO WORKORDERS FOR REPAIR AND MAINTENANCE SERVICES. IT WOULD ALSO MEAN AN INCREASE IN CONTRACTURAL COSTS TO PROVIDE SERVICES PREVIOUSLY PERFORMED (IN-HOUSE".
- (C) POLICY AND GOALS AND OBJECTIVES (REFTEL G) WOULD NOT BE ADVERSELY AFFECTED AT THIS LEVEL OF ACTIVITY. HOWEVER,

ALL USG AGENCIES AT POST WOULD EXPERIENCE DELAYS IN COMMUNICATIONS AND IN GOS ACTIVITIES THEREBY ADVERSELY AFFECTING THEIR ABILITY TO EFFECTIVELY CARRY OUT THE GOALS AND OBJECTIVES. FAAS COSTS WOULD TEND TO INCREASE IN THE LONG RUN SINCE THE EMBASSY WOULD HAVE TO CONTRACT FOR MORE GOODS AND SERVICES IN THE GENERAL SERVICES AREA.

6. FORM ZZB-3:

(1) DECISION UNIT NAME: CAMEROON

(2) PACKAGE III OF IV

(3) ACTIVITY DESCRIPTION: ALL ACTIVITIES CURRENTLY LIMITED OFFICIAL USE

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CONDUCTED BY THE EMBASSY WOULD BE CONTINUED IN SUPPORT OF THE AGREED MAJOR POLICY GOALS AND OBJECTIVES.

(4) RESOURCE REQUIREMENTS:

THIS PACK- FY-80

FY-78 FY-79 AGE ONLY CUMULATIVE

OFFICERS 15 15 - 15

STAFF 7 7 1 7

FSL'S 51 51 3 51

TOTALS 73 73 4 73

(5) IMPACT ON POLICY GOALS, OBJECTIVES, AND ESSENTIAL ACTIVITIES: WHILE ALL CURRENT ACTIVITIES COULD BE CONTINUED AT THIS LEVEL, THERE IS NO SLACK LEFT TO ABSORB THE CONSTANTLY INCREASING WORKLOAD IN THE REPORTING SECTIONS AS WELL AS IN THE ADMINISTRATIVE SUPPORT AREA.

7. FORM ZZB-4:

(1) DECISION UNIT NAME: CAMEROON

(2) PACKAGE IV OF IV

(3) ACTIVITY DESCRIPTION: OPTIMAL LEVEL STAFFING WOULD INCLUDE THE ADDITION OF ONE MID-LEVEL POLITICAL OFFICER, ONE POLITICAL/ECONOMIC SECRETARY, TWO GENERAL SERVICES OFFICERS, A JUNIOR FSO OF FSS GSO/C&R SPECIALIST FOR DOUALA, A REGIONAL SECURITY OFFICER, SECRETARY FOR THE RSO, AND 12 TO 14 FSL'S IN GENERAL SERVICES.

(4) RESOURCE REQUIREMENTS:

THIS PACK- FY-80

FY-78 FY-79 AGE ONLY CUMULATIVE

OFFICERS 15 15 5 20

STAFF 7 7 2 9

FSL'S 51 51 13 64

TOTALS 73 73 20 93

(5) IMPACT ON POLICY GOALS, OBJECTIVES, AND ESSENTIAL ACTIVITIES:

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(A) MISSION PROPOSED ACTIONS IN IMPLEMENTING ESTABLISHED GOALS AND OBJECTIVES (REFTEL G) HAVE ALREADY BEEN OUTLINED IN REFTELS (E) AND (F). REFTEL D GIVES MORE DETAILED JUSTIFICATION FOR THE REQUESTED INCREASES IN PERSONNEL. IT IS BELIEVED THAT ALL ADDITIONS REQUESTED WILL ENABLE THE MISSION TO PURSUE MORE EFFECTIVELY AND EFFICIENTLY THESE GOALS AND OBJECTIVES. IN THIS CONNECTION, OF GREATEST IMPORTANCE IS THE NECESSITY TO HAVE AN ADEQUATELY STAFFED JAO (BOTH QUANTITATIVELY AND QUALITATIVELY). TOO OFTEN IN THE PAST THE EFFICIENT OPERATION OF THE JAO HAS BEEN HAMPERED BY INSUFFICIENT OR UNQUALIFIED STAFF. THE RESULT HAS ADVERSELY AFFECTED POST MORALE AND PRODUCTIVITY. IT IS HOPED THAT THE DEPARTMENT WILL ASSIST THE EMBASSY IN CARRYING OUT ITS JAO RESPONSIBILITIES BY AUTHORIZING AND ASSIGNING ASAP QUALIFIED PERSONNEL TO HANDLE ANTICIPATED AID AND STATE STAFF INCREASES.

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O 261030Z APR 78

FM AMEMBASSY YAOUNDE

TO SECSTATE WASHDC IMMEDIATE 5333

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AF/C FOR AMBASSADOR SMYTHE FROM BILL MITHOEFER

(B) WITH SUBSTANTIAL INCREASES, PARTICULARLY IN AID CONTRACT STRENGTH, THE JAO WILL REQUIRE ADDITIONAL POSITIONS TO PROVIDE THE FULL RANGE OF ADMINISTRATIVE SERVICES NOW BEING NEGOTIATED WITH ALL AGENCIES AT POST. THIS WOULD MEAN TWO AMERICAN GSO'S AND 12 TO 14

FSL'S IN GENERAL SERVICES. INCREASES IN PERSONNEL IN YAOUNDE REQUIRE MORE SERVICE SUPPORT FROM THE CONSULATE IN DOUALA, PARTICULARLY IN THE AREAS OF SUPPLIES CLEARING AND TRANSHIPMENT OF OFFICIAL AND PERSONAL MATERIAL, COMMUNICATIONS, AND TRAVEL ASSISTANCE. THE PRESENT TWO-OFFICER STAFF WOULD HAVE TO BE AUGMENTED BY A JUNIOR FSO OR FSS GSO/C&R SPECIALIST. THIS WOULD ALSO FREE (HE PRINCIPAL OFFICER FOR ECONOMIC COMMERCIAL WORK. TWO OF THE FSL'S REQUESTED ABOVE WOULD BE ASSIGNED TO DOUALA.

(C) INCREASE OF ONE MID-LEVEL POLITICAL OFFICER (AS RECOMMENDED BY 1976 INSPECTOR'S REPORT) AND ONE POLITICAL/ECONOMIC SECRETARY WILL STRENGTHEN THE EMBASSY'S POLITICAL REPORTING AND PERMIT THE AMBASSADOR AND DCM TO DEVOTE MORE TIME TO OVERALL MISSION COORDINATION AND CONTACTS WITH GURC OFFICIALS. INCREASED REPORTING REQUIREMENTS, PARTICULARLY IN FMS AND MULTILATERAL RELATIONS MAKE THE LIMITED OFFICIAL USE

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ADDITION OF A POLITICAL OFFICER PARTICULARLY ESSENTIAL.

(D) ESTABLISHMENT OF AN RSO OFFICE WILL REQUIRE ASSIGNMENT OF AN RSO AND AN AMERICAN SECRETARY.

(E) EXCEPT FOR D ABOVE, THESE RECOMMENDATIONS GENERALLY FOLLOW THOSE NOT GRANTED IN LAST YEAR'S PARM (77 YAOUNDE 1450).

8. NON-SALARIED FUNDING: ASIDE FROM PERSONNEL COMPENSATION COSTS, RENTS AND UTILITIES ARE THE NEXT LARGEST LINE ITEMS. UNFORTUNATELY, POST HAS LITTLE LATITUDE FOR DECREASING THESE COSTS IN THIS HIGHLY INFLATIONARY ECONOMY. THE EMBASSY ALREADY OPERATES IN TIGHT QUARTERS AND RESIDENTIAL HOUSING IS ADEQUATE, CERTAINLY NOT LUXURIOUS. LESS THAN 10 PERCENT OF THE POST BUDGET IS REALLY CONTROLLABLE. ALREADY, THE RELATIVELY SMALL AMOUNTS WE SPEND ON THE COMMERCIAL LIBRARY AND REPRESENTATION, FOR EXAMPLE, ARE INADEQUATE.

9. BELOW FY-78 FUNDING LEVEL: TO OPERATE ON A FUNDING LEVEL ADJUSTED FOR INFLATION WHICH IS BELOW FY-78 WOULD NECESSITATE CURTAILMENT OF CERTAIN ADMINISTRATIVE OPERATIONS. REPLACEMENT CYCLES FOR RESIDENTIAL FURNITURE AND OFFICE EQUIPMENT WOULD HAVE TO BE EXTENDED. SECURITY GUARD SERVICE ON RESIDENCES AND OFFICE BUILDINGS COULD BE CURTAILED OR ELIMINATED. OFFICIAL TRAVEL COULD LIKEWISE BE REDUCED. A SHORT TERM EFFECT OF THESE ECONOMIES WOULD BE TO SHOW A SAVINGS IN OPERATING COSTS. HOWEVER, IN THE LONG RUN THESE MIGHT PROVE TO BE FALSE ECONOMIES. PAST EXPERIENCE HAS SHOWN THAT EXTENDING REPLACEMENT CYCLES ONLY RESULTS IN INOPERABLE EQUIPMENT AND MORALE PROBLEMS, PARTICULARLY AMONG SPOUSES. ELIMINATION OF SECURITY SERVICES AT RESIDENCE MERELY THROWS THE

ONUS ONTO THE EMPLOYEE AND, WITH INCREASING NUMBER OF
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ROBBERIES, WOULD NOT BE PRACTICAL.

10. CURRENT OPERATING LEVEL: TO CONTINUE AT CURRENT
OPERATING LEVELS WOULD MEAN THAT POST WOULD BARELY BE
ABLE TO FOLLOW PROGRAMS ALREADY IN EXISTENCE. THE BUDGET
FOR ADMINISTRATIVE SUPPORT ACTIVITIES HAS NOT KEPT UP
WITH THE EXPANSION OF OTHER AGENCY PERSONNEL AND PROGRAMS.
POST HAS ALREADY RECEIVED SIGNIFICANT INCREASES TO ITS
FY-78 BUDGET IN ORDER TO CONTINUE ESSENTIAL OPERATIONS.

11. OPTIMAL: GIVEN THE INCREASE IN OTHER AGENCY ACTI-
VITIES, POST FUNDS WILL HAVE TO BE INCREASED AT A RATE
GREATER THAN INFLATION SIMPLY TO PROVIDE THE SERVICES
REQUIRED OF THE JAO AT PRESENT LEVELS (SEE REFTEL B). MOREOVER,
MUCH OF THE ADDITIONAL INCREASES REQUESTED IN ADMIN ARE NECESSARY
TO KEEP UP WITH GROWING PROGRAMS AND PERSONNEL OF OTHER AGENCIES.

12. PART II EVALUATION: AID'S ACTIVITIES CONTRIBUTE
DIRECTLY TO THE USG'S GOAL OF SUPPORTING CAMEROON'S
ECONOMIC DEVELOPMENT OBJECTIVES (REFTEL G). AID RESOURCES
ARE DIRECTED AT IMPROVING THE QUALITY OF LIFE OF THE MORE
DISADVANTAGED MEMBERS OF CAMEROONIAN SOCIETY BY SUPPORTING
GURC EFFORTS TO MEET BASIC HUMAN NEEDS SUCH AS YEAR-
ROUND SOURCES OF POTABLE WATER OR INDIRECTLY THROUGH
THE ESTABLISHMENT OF INSTITUTIONAL LINKS BETWEEN THE
POOR AND THE MODERN SECTOR INSTITUTIONS RELEVANT TO
THEIR NEEDS. ALLOCATION OF FUNDS FROM FY-78 TO FY-80
WILL SHIFT FROM CONCENTRATION ON SPECIAL DEVELOPMENT
PROBLEMS TO THE HEALTH, AGRICULTURE, AND EDUCATION
SECTORS. PRIME CONCERNS ARE INCREASING INCOMES AND
THE QUALITY OF LIFE AMONG THE RURAL POOR. THIS WILL
ENTAIL CONTINUING EMPHASIS ON IMPROVING FOOD CROP PRO-
DUCTION, HEALTH EDUCATION, AND SUPPORTING ACCESS TO BASIC
HEALTH SERVICES. THE FOCUS OF PROGRAMMING TO MEET THE
NEEDS OF THE URBAN POOR WILL BROADEN FROM LOW COST HOUSING
TO INCLUDE THE DEVELOPMENT OF COMMUNITY SERVICES AND
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GENERATION OF EMPLOYMENT IN SMALL ENTERPRISES. THE OVER-
ALL PROGRAM GOAL IS TO SUPPORT PROGRAMS WHICH BOTH DEVELOP
THE ECONOMY AND DIRECTLY IMPROVE THE LIVES OF THE POOREST
CAMEROONIANS. THESE ACTIVITIES AND OBJECTIVES ARE CONSISTENT
WITH THE OVERALL USG GOALS AND OBJECTIVES FOR CAMEROON.

AID'S PRIORITIES ARE WELL PLACED AND STAFFING LEVELS, BOTH PROGRAM AND ADMINISTRATIVE, ARE AT THE MINIMUM LEVELS NECESSARY TO CARRY OUT THESE PROGRAMS.

13. ICA'S ACTIVITIES, DURING THE PAST EIGHT MONTHS, HAVE SHIFTED IN EMPHASIS TOWARD CLOSER SUPPORT OF MISSION GOALS. WHILE ICA HAS SIX GOALS OF THEIR OWN (SEE CP SUBMITTED 4/13), THEY GENERALLY FOLLOW CLOSELY MISSION GOALS (REFTEL G). PROGRAMMING HAS BECOME MORE SELECTIVE AND

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ACTION AF-10

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CCO-00 CA-01 /064 W

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FM AMEMBASSY YAOUNDE

TO SECSTATE WASHDC IMMEDIATE 5334

LIMITED OFFICIAL USE SECTION 5 OF 5 YAOUNDE 2104

AF/C FOR AMBASSADOR SMYTHE FROM BILL MITHOEFER

WITH INCREASED DEPTH. SINCE DIALOGUE HAS BECOME AN IMPORTANT FEATURE OF ICA PROGRAMMING, IT HAS AFFORDDE GOOD OPPORTUNITIES FOR ENUNCIATING AMERICAN POLICY TO TARGET AUDIENCES IN RELAXED, INFORMAL SETTINGS. THE ICA EXCHANGE PROGRAM IN NOW ORIENTED TOWARDS FACILITATING LINKAGES BETWEEN THE UNIVERSITY OF YAOUNDE AND AMERICAN INSITUTIONS AND HELPING TO CREATE AN AMERICAN STUDIES PROGRAM. MEDIA PLACEMENT ALSO RELATES WELL TO MISSION GOALS. HERE AGAIN, ICA'S PROGRAMS AND PRIORITIES ARE CONSISTENT WITH OVERALL US GOALS. PERSONNEL AND BUDGETARY LEVELS ARE ADEQUATE AND NO INCREASES ARE CONTEMPLATED.

14. LIKE AID, PEACE CORPS ACTIVITIES SUPPORT THE USG GOAL FOR CAMEROON'S ECONOMIC DEVELOPMENT OBJECTIVES. PROGRAMS AND PROJECTS ARE DESIGND TO FURTHER EMPHASIZE BASIC HUMAN NEEDS IN CAMEROON, INCLUDING FOOD CULTIVATION,

WOMEN IN DEVELOPMENT, AND HEALTH ACTIVITIES AND MOVING AWAY FROM TEACHING PROGRAMS. THE AGENCY'S STAFF OF FOUR AMERICAN IS THE MINIMUM NECESSARY TO SUPPORT THE PROGRAM OF SOME 125 VOLUNTEERS.

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15. THE FOLLOWING IS RANK ORDERING OF USG ACTIVITIES OF ALL AGENCIES IN CAMEROON WHICH FALL WITH THE 10 PERCENT OF LEAST IMPORTANT ACTIVITIES NECESSARY FOR THE ATTAINMENT OF AGREED MISSION GOALS, OBJECTIVES, AND ESSENTIAL ACTIVITIES. (THIS IS MORE THOROUGHLY EXPLAINED IN REFTEL C):

1. AID- ELIMINATE THREE IDI POSITIONS AND ONE EDUCATIONS OFFICER, LOCAL PROFESSIONAL TRAINING POSITION AND LOCAL SECRETARIAL POSITIONS IN EDUCATION AND MANAGEMENT OFFICES. ELIMINATE OF DEFER \$1.4 MILLION EARMARKED FOR EDUCATION SECTOR PROGRAM.

2. PEACE CORPS-ELIMINATE 21 TEFL TEACHERS THEREBY TOTALLY CUTTING OUT THE PROGRAM AND ELIMINATE ONE WILD LIFE VOLUNTEER.

3. ICA-ELIMINATE BRANCH PUBLIC AFFAIRS POSITION IN DOUALA AND POSITION OF EXHIBITS CLERK.

4. STATE - ELIMINATE CONSULATE IN DOUALA WHICH WOULD MEAN TWO AMERICAN POSITIONS AND SEVEN FSL'S.

16. IN REFTEL D, THE COUNTRY TEAM NOTED THAT ALL ELEMENTS OF THE MISSION ARE EXPERIENCING EXPANDING PROGRAMS AND CAME UP WITH A REALISTIC OPTIMUM PACKAGE. I RECOMMEND THAT IT BE ADOPTED IN ITS ENTIRETY (SEE PARAGRAPH SEVEN ABOVE).

MITHOEFER

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